Factors Facilitating Re-entry of Women on Career Break

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies
(Deemed to be University)

by

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Dear Ma'am

Sunaina Arora has incorporated all the suggestions received from DRB in the revised short Synopsis.

Kindly accept the same.

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Certificate

I hereby declare that the short synopsis "**Factors Facilitating Re-entry of Women on Career Break"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Management under Faculty of Management Studies of Manav Rachna International Institute of Research and Studies, Faridabad during the academic year 2020-21. It is a bona fide record of original work carried out under the supervision of Dr. Neeraj Kumari, Professor, Department of Applied Sciences, Faculty of Engineering & Technology, Manav Rachna International Institute of Research and Studies, and has not been submitted in full or part to any other University or Institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

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ABSTRACT

Leaking career pipeline is a metaphor used for women taking a career break in their rising career graphs. It is a global issue which needs to be addressed through adequate diversity and inclusion policies in every organisation. The short synopsis would focus on the study of problems faced by women on career break, reasons for taking a career break, reasons for rejoining workforce and factors that facilitate re-entry of women on career break. Women on career breaks are individuals who take time off from work to raise children, take care for the elderly, or perform domestic responsibilities with an idea of returning to work in the future. Re-entry means to return to a position in an organisation that is rewarding, challenging and pays well. The research gaps are highlighted through literature review that there is a need to study reasons for women to take a career break, problems faced by women and factors which facilitate re-entry for women on career break. The sample size of the study would be 200. The sampling unit would be women on career break in India. The sample includes women who have work experience of three years or more and they have taken a career break due to societal norms of getting married, domestic responsibilities, taking care of their children or elderly. The structured questionnaire method would be used to collect the data. Appropriate statistics would be used for statistical data analysis. The study would aim to give inputs to decrease the gender gaps by helping women on career break to re-enter workforce.

Keywords: Career break, Returner policy, Back to work, Sabbatical, Gender gap.

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1. INTRODUCTION

Leaky career pipeline is a metaphor which is used to describe loss of women between their rising careers due to career breaks. This phenomenon of leaky career pipeline of women is certainly a global issue (Sleeman, Koffman & Higginson, 2019). Major percentage of women drop out of workforce after marriage or having children as they are, unable to create a healthy balance between both roles due to lack of societal support (Barnett & Hyde, 2001). Women on career break dream to return back to their careers but re-entry is a daunting task (Brzezinski, 2020 a). These women are wiser, smarter and experienced ats they are educated, have prior experience and have gone through various life stages (Moen et.al., 2018). Women equality and women empowerment are important aspects as, there is an unequal distribution of opportunities, resources and knowledge which make women powerless. There is an urgent need to bring back this section of woman back to work (Batliwala, 2015). Diversity and Inclusion policies in organisations should focus on this section of society which is sitting back at home and not taking part in economy due to lack of opportunities and sensitivity towards them (Ryan & Kossek, 2008). Availability of flexible and remote jobs decreases the role conflict of women managing dual roles at home and work. This would give more reasons to women on career break to return back (Veale & Gold, 1998).

Women on career break are individuals who take some years off from work to raise children, care for the elderly, or perform home responsibilities with the idea of returning to work in the future (Hirsh, 1992a). Re-entry means to return to a position in an organisation that is rewarding, challenging, and pays well (Guc & Mendinueto, 2017). Lack of change in organization gender-based hiring policies, lack of support at household are the greatest challenges which need to be addressed while making future policies to increase female participation in the workforce (Quill, 2020).

It is difficult for educated Indian women on career break to re-enter workforce. As a result, researching re-entry women is critical as the key to re-engage the remainder of the educated and bright women population who have been out of workforce can be found out only by

studying this group (Ravindran & Baral, 2014).

Researches have been conducted on gender pay gaps (Gwal, 2016a), efficacy of return internships (Kaushiva & Joshi, 2020), career enablers for women on career break (Rajesh, 2014a), second careers in academics (Desai & Gokhru, 2019a), challenges to re-enter IT companies (Sarora & Sharma, 2018) etc. These studies have been focusing on Kerala (Saleena & Mavoothu, 2017a), Gujarat (Desai & Gokhru, 2019b), Indore (Gwal, 2016b) and Chennai (Rajesh, 2014b). Future research should understand the problems faced by women on career break, reasons to return back to work, reasons to take a career break and facilitating factors which would enable them to return back to work.

2. LITERATURE REVIEW

2.1. Relevance of the Study

India could add $770 billion and lift its GDP by almost 18 percent by 2025, according to the corporate report by McKinsey, simply by offering women equal opportunities. The key things to focus on are, increasing the economic participation of women in the workforce by giving them equal opportunities to work, role in politics, speech, social security, safety through legal reforms and physical security. By simply concentrating on empowering women and eliminating obstacles to employment, India could add 68 million women to the workforce (Woetzel et al., 2015).

Based on the World Economic Forum gender wage gap variables used, India ranks 103. The pay difference between men and women has narrowed since 2010. In calculating the Global Gender Gap Index, the four pillars are used as indicators that examine the disparity between men and women: their economic participation and their prosperity, their schooling, their health and security, and political empowerment provided to them (World Economic Forum, 2013).

Progressive organisations have increasingly started to focus on diversity and inclusion policies because diverse workforce had a positive impact on performance of an organisation. It has been seen that diverse enterprises attract top talent. Their business focus, employee happiness, and

decision-making are increased and strengthened, leading to a positive circle of increasing returns. Businesses get competitive advantage when they are willing to recruit and retain diverse talent (Mckinsey, 2014).

In the sphere of equality, the term 'a diverse workforce' means ensuring that the workforce has an equal men and women representation and, that no one is discriminated against on the grounds of gender, age, race and class. Women economic activity is the main component of Human development Index which comprises of women education, women employment and women's presence in boardrooms. For any economy to grow in a healthy way boosting women equality through new policies and frameworks is the need of the hour. Diversity of gender or age should be considered when making investment and policy decisions. Gender distribution and diversity should be taken into account by both policymakers and companies, as it can impact productivity, which is essential to economic development and the quality of life of people of a country (Roberson, 2013).

2.2. Defining Career Break

Females in our society attend school and college to get educated. After they complete their education, they start to work. They might exit work to raise children, take care for the elderly, or perform domestic responsibilities. The exit work with an intention of re-entering back to work in the future. The period between exit and re-entry is called career break.

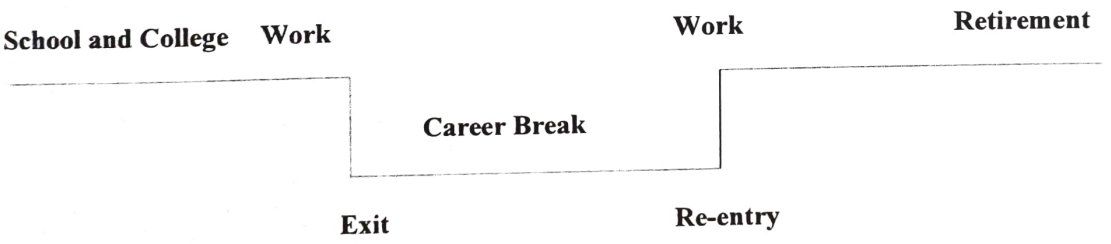

Figure 1. Career Break and Re-entry

Source: (Beyers, 2001a)

According to figure 1, women attend school, then get their college degrees, after they get college

degrees they start working in organisations. Few of the women exit from the workforce to due increased household duties, children's upbringing, elderly care, etc. The period between exit and re-entry is termed as career break (Beyers, 2001b).

Studies which define career break, re-entry struggles and gender pay gap highlight that there is tremendous pressure on the women on career break. A woman may take a job or resume her immediately after marriage and try to resume job functions as before. However, she has to quit at her job for a short period as, she goes into maternity. She has to function and manage both the family and the professional duties. Household duties such as cooking, cleaning, washing and childcare become an obstacle if she wants to continue her work (Gwal, 2016c). To create a work life balance, women on career break try to change the nature of job or try freelancing due to immense pressure of familial responsibilities (Rajesh, 2014c). It seems that women have to choose between their jobs and their family relationships that the success of women is dependent on success at home. Women who have a greater number of children have lesser organizational stability as compared to men with more children as men do not share care taking responsibilities at home (Valcour & Tolbert, 2003). After a career break, the risk of women not arranging a return to work was higher when the break was long or connected to children and when the total family wages were high. Women with advanced education degrees were most likely to return to work if provided opportunities (SV Arun, TG Arun & Borooah, 2004). The Belgian government facilitates career breaks through its 'Time Credit System' in which the government provides a fixed income to people who temporarily interrupt careers, for childcare, pursuing new occupations or recovering from ailments (Mortelmans & Frans, 2017).

2.2.1 Reasons for Taking a Career Break

According to the literature, the reasons why women take career break are motherhood, marriage, relocation of spouse, take care of domestic responsibilities, elderly care and further studies.

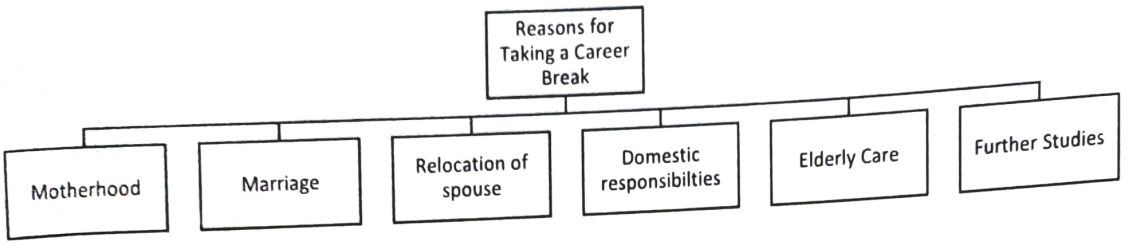

Figure 2. Reasons for Taking a Career Break

Source: (Desai & Gokhru, 2019c)

According to the Figure 2, various reasons for taking a career break are described below;

Motherhood

In the form of lower perceived competence and dedication, higher professional aspirations, lower possibility of employment and advancement, and lower recommended wages, mothers bear a penalty relative to non-mothers and men. This evidence means that being a mother leads to workplace discrimination. It is a mother's job to raise children, take care of them as it has been a part of Indian society for very long. While women on career break are happy being with their children, but the break makes them anxious about their rejoining. Although, career advancement and career barriers for mothers and non-mothers are related but the career barriers are higher for mothers than non-mothers. Mothers have lesser work hours as compared to women without children and thus, the internal networks in an organization try to promote non mothers and not mothers. Therefore, advancing in a career is difficult for a mother (Metz, 2005). Maternal work has adverse impacts on social behavioral growth in infants before the age of 10 months. The government should extend parental leave and give paid leave (Gunn, Han & Waldfogel, 2002). Pregnancy affects human life but its importance is paramount. Pregnancy is the underlying basis of life. It can be an affirming and pleasurable experience, although at the same time it cannot be fun. When a working woman is on a family way, she may feel awkward during pregnancy because

of her work life as, she is aware of her own shortcomings during pregnancy (Warren & Brewis, 2004). Working status of parents will create long-term and short-term impact on children's socio-emotional behavior, these problems should be considered while developing public policy (Han & Waldfogel, 2007). In the labour market, mothers typically expend less time than non-mothers and therefore gain less work experience. When women rear children, they work reduced hours, and due to a gradual decrease in returns to experience, they experience some lasting wage decrease (Wilde, Batchelder & Ellwood, 2010).

Marriage

The countries should focus on educating more women and preparing them with skills for labour market. Currently, socially orthodox countries in East Asia believe that women should marry and raise children which effects labour market inversely. Most of educated women drop out of labour market because of societal norms like getting married (Bertrand, Cortés, Olivetti & Pan, 2016). Married Indian women have little control over their career choices, and they rely heavily on their husbands and his family to keep their careers going. Women embrace their gender roles and identities as mothers and wives as a product of group conditioning and choose to give up their careers (Barhate, Hirudayaraj, Dirani, Barhate & Abadi, 2021).

Relocation of Spouse

Understanding women careers is tough as it involves lot of factors relocation of spouse forces the dual career couples to take decision on whole career is more important and other person drops out. Majorly women take decision to opt out (Zimmerman & Clark, 2016). When there is lack of support from spouse many women try to opt out of the careers making re-entry a difficult task later (Valente, 2019).

Domestic Responsibilities

Family expectations over profession in can lead a woman to spend less effort or be less efficient

in the workplace and start childbearing earlier (Miller, 2011). Female and males have large differences in the career success rate and most of it depends upon the difference between share of domestic responsibilities (Jolly et al., 2014). It is important to remove stress of domestic responsibilities from women's shoulders as it hampers their work progress. It produces mental stress when women perform dual roles of a homemaker and a bread earner (Krantz & Ostergren, 2001).

Elderly Care

Sometimes women opt out of their careers to take care of elder members of the family as women play major role in taking care of members of family at home, they give up their careers (Lovejoy & Stone, 2012). Women who have elderly care commitment opt for a career break (Cooke, 2010). As, women have to take up family responsibilities like elderly care, it limits their time spent in workforce or their careers (Cho, 2014).

Further Studies

Many women try to take a career break to study so that they get better positions when they rejoin (Webster, 2010). Women try to transit back to the occupations with higher income or position of their choice after taking a break for further studies (Dodds & Herkt, 2013).

2.3. Defining Re-entry

Re-entry means to return to a position in an organisation that is rewarding, challenging and pays well. A person in career re-entry mode is somebody who has spent a long period of time off from work, either deliberately or unwillingly, and now wishes to return to full-time work (Saleena & Mavoothu, 2017b). Women on career break often return to corporate careers after taking a break to raise children. Women on career break must be offered multi-dimension support when they try to re-enter workforce (Bader & Blenkinsopp, 2020).

The Re-entry Process

Table 1. Concept of Re-entry

Phase 1	**Phase 2**	**Phase 3**
Exit	Career Break	Return
• Decision to exit • Work experience before career break	• Length • Timing • Nature	• Decision to return

Source: (Beyers, 2001c)

2.3.1 Reasons for Re-entry

Reasons for which women try to come back to work are termed as reasons for re-entry. Some women re-enter workforce due to financial constraints in the family, some women try to re-enter as they find pleasure in their work, some of them can manage work as their children have grown up and are at school and some of them want to use their skills at the workplace.

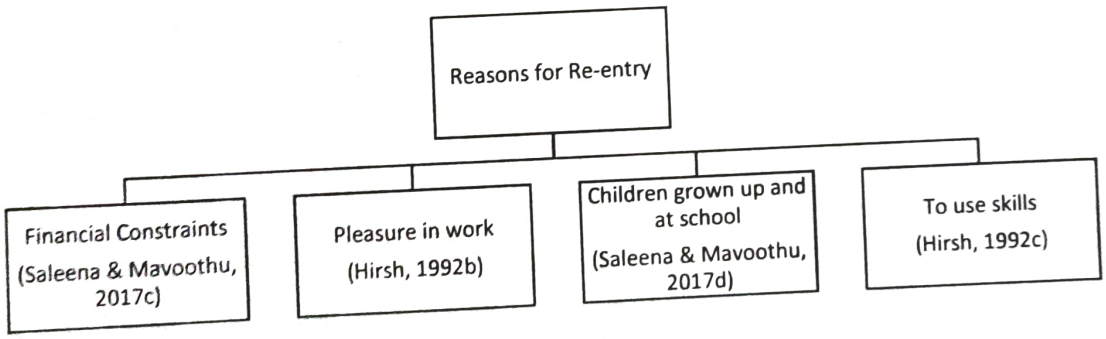
Reasons for Re-entry
Financial Constraints (Saleena & Mavoothu, 2017c)
Pleasure in work (Hirsh, 1992b)
Children grown up and at school (Saleena & Mavoothu, 2017d)
To use skills (Hirsh, 1992c)

Figure 3. Reasons for Re-entry

Source: (Saleena & Mavoothu, 2017e) and (Hirsh, 1992d)

2.3.2 Financial Constraints

Single earning families with children are unable to survive due to financial constraints as compared to dual earning families with children (McDowell, Ray, Perrons, Fagan & Ward, 2005). Financial condition of the family at the time of career break forces women on career break to re-enter workforce (Saleena & Mavoothu, 2017f).

2.3.3 Pleasure at Work

Women decide to return back to careers because they find pleasure in their work (Hirsh, 1992e).

2.3.4 To Use Skills

As women on career break are out of work for a longer period of time their professional skills become redundant. Some women strongly desire to keep their skills in place and use them again at work (Hirsh, 1992f).

2.3.5 Children Grown up and at School

Women try to re-enter workforce again once their children go to school and then they can have spare time to work (Saleena & Mavoothu, 2017g).

2.4. Problems Faced by Women on Career Break

Women on career break have certain problems within themselves. They have a role conflict at family and work, they take a lot of stress. Being out of workplace for long induces lack of self confidence in them. They sometimes value their household and motherhood responsibilities more than work which induces work dissatisfaction. They feel guilty when they leave their children at child care centers to be able to go to work.

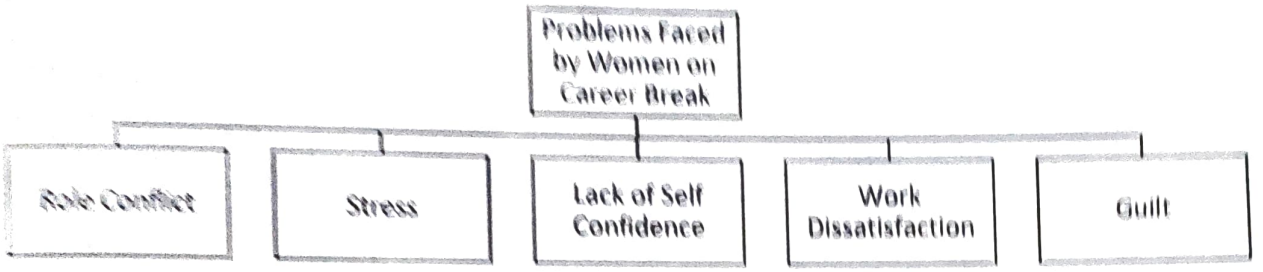

Figure 4: Problems Faced by Women on Career Break
Source: (Beyers, 2001d)

Role Conflict- Work and family role conflict is experienced by working women due to high demand of family and work together. Pressures from work and home are incompatible and intermingle each other (Stoner, Hartman & Arora, 1991).

Stress- According to the study, career-oriented women face a lot of stress and strain since they have to be everything to everyone. Career woman must be a good worker while also being a homemaker, a helpful wife, and a mother (Van & Pietersen, 1999).

Lack of Self Confidence- Women on career break several times face low self-confidence as a roadblock to advancement in their careers. Women are stereotyped by society in a variety of ways, which could be one explanation for poor self-confidence (Hildingh, Luepker, Baigi & Lidell, 2006).

Work Dissatisfaction- Work satisfaction or dissatisfaction is an emotional state that occurs as a result of assessment of their work experience. It is the outcome of a variety of psychological, physiological, and environmental factors affecting an individual's job. Personal differences among

people will have an impact on the factors that drive job satisfaction or work dissatisfaction, which will lead to different results (Manning, 2002).

Guilt- It has been observed women on career break in particular, feel bad about leaving their children, particularly young ones, in daycare centers or in the care of others when they re-enter workforce (Guendouzi, 2006).

2.5. Factors Facilitating Women on Career Break to Re-enter Workforce

According to the literature, the most important factors facilitating women on career break to re-enter workforce are; flexible work arrangements, child care centers, networking and return-ships.

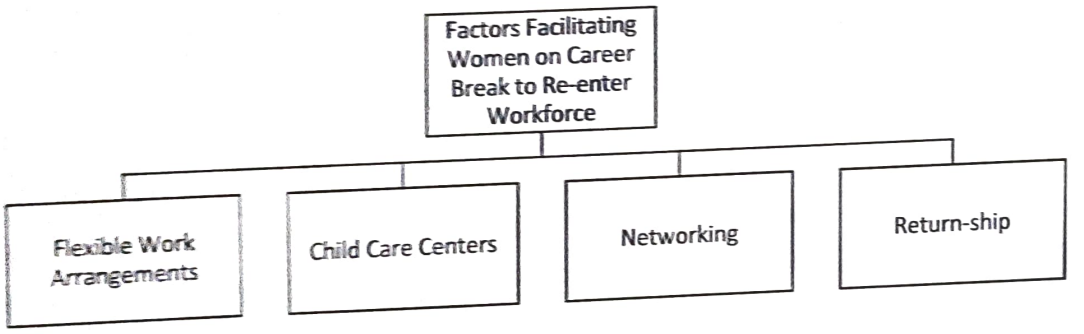

Figure 5: Factors Facilitating Women on Career Break to Re-enter Workforce

Source: Self-construct

2.5.1 Flexible Work Arrangements

Flexible work arrangements help workers to respond to personal demands and deal with absenteeism in unforeseen circumstances, including school disruptions and sick or caring

adolescents, without consequences. Flexible work arrangements which utilise flexibility of space or office mobility, such as the freedom to operate from home or off-site, enables operate and childcare to be combined by reducing travel times and more efficiently balancing paid jobs and caring. Flexible work arrangements also increase efficiency of working parents by helping them manage work and family efficiently (Fuller & Hirsh, 2019). The use of flexible work arrangements dramatically decreases work-life disputes, lowers attrition intent and increases worker satisfaction, and significantly changes expectations of organisation. Organizations should take genuine steps to make better use of flexible work arrangements to include sensitivity-enhancing management training to help minimise competing expectations and to encourage working women to make educated decisions in their children's jobs and lives (Shanmugam & Agarwal, 2019). Flexible work arrangements directly affect by enabling women back to workforce (Rajesh, 2014d). Remote work could enhance mothers' productivity that would otherwise be affected because of their caretaking duties (Sherman, 2020).

2.5.2 Child Care Centers

Cost of Child bearing should not be passed over only to women. As a nation, the burden of child bearing should be spread to all people, as it is a very necessary work and has a lot of social benefits. The expenses can be socialised by family allowances, while government-subsidized child care services can put more mothers back to work. By redistributing wealth into stronger policy strategies, the disproportionate share of child bearing expenses can be reduced (Budig & England, 2001). Childcare Laws benefit firms' prosperity and efficiency while enhancing the access of parents to better work prospects and income by introducing crèche facilities in the office premises. These laws facilitate to reduce gender gap. Employers should introduce a crèche solution to support caretaking parents and not only to adhere to the Maternity Benefit (MB) (Amendment) Act, but also to do so in a manner that would support the bottom line of working parents, young children, and employers (Niethammer, Singh, Bowles & Henderson, 2019). Women have a better chance of returning to the work force if domestic work and child care are offered. A partner's decrease in working hours, however, will also speed up the reemployment of women. In addition, we notice moderating effects on the benefit of spouses by partner assets constellations: with the growing competitive advantage of a wife, assisting with housework promotes re-entry to the labour

market (Bröckel, 2018).

2.5.3 Networking

Networking through professional social networking platforms and industry-based conferences addresses the feelings of belongingness and help them to plan re-entry into workforce. The key driver to re-entry is to be in touch with the employer during the career break and have an active mentor, be in touch with past colleagues and bosses (Mavriplis, Heller, Beil, Dam, Shaw & Sorensen, 2010).

2.5.4 Return-ship

There are educated, experienced and talented women who have opted out of workforce due to family responsibilities. Best way to bring women on career break to work are Return internships. Return-ships are sometimes characterised as internships for women who have taken an extended period of time off mid-career employment. For technology firms struggling with gender disparity concerns and trying to find much-needed talents, the schemes have become especially appealing (Jacobs, 2017).

"Dell's Career ReStart" initiative is tailored to help those who have been out of the workforce to obtain full-time jobs, with rewards, via a streamlined and encouraging approach, ranging from resume and interview assistance to mentorship and career counselling. As part of the rehiring event that is intended to resolve the numerous obstacles and possibilities facing women who are willing to make the transition back to work. Dell has also organised community mentorship activities (Brzezinski, 2020 b). "TATA Second Career Internship Program (SCIP)" - The Tata Group's initiative, launched in 2008, offers 'Live' business ventures with approximately 500 hours of dedication spread over 6 months on a flexi-hour basis. At the conclusion of the project, the programme does not guarantee full-time jobs, but the participants have the option of exploring full-time roles on mutually agreeable terms. Hindustan Unilever Limited (HUL) – "Career by choice"- For returning women professionals with a minimum of two years of experience, program assigns live business ventures. It is a structured program that helps Returning Women

Professionals to console themselves with their project guides to plan their work days, timings or work from home. Program also provides a formal induction program to establish company familiarity and assist in a smooth return to work transition. Microsoft Springboard is the initiative of Microsoft IT India to provide a forum for women on career breaks who are trying to make a smooth shift to the corporate workplace. It is true for women with a sabbatical of at least 1 year. With flexible job schedules and an option to interview for a full-time position at the end of the training, it provides live and strategic business ventures. IBM 'Bring Her Back'- A 3-month internship for trained technologists who return to work after an extended period of time. IBM developed a software that used and adapted the best of current return ships to the details of functioning in technology. Ernst & Young India has a system promising a job within five years of leaving the company for working women who take a sabbatical to take care of their kids. Axis Bank Reconnect- creates jobs for women who are former Axis workers. The applicant should really have been employed with Axis Bank for at least 2 years and have a maximum 5-year sabbatical. Goldman Sachs Return-ship Program- 10-week internship program with a minimum 2-year sabbatical for professionals. Goldman Sachs was among the first companies to implement internships for returning employees internationally. In order to ease a seamless process back to work, the program structure provides resources such as mentoring and is available to both genders (Modassir & Ramesh, 2017).

3. DESCRIPTION OF BROAD AREA

3.1. Background of the Study

India's ranking in gender gap studies is poor. To improve the rankings of human capital index there is an urgent need to focus on women equality initiatives. Leaking career pipeline of educated working women is a global concern. To increase re-employability of these women on career break, their struggles should be studied, their perceptions towards existing policies should be known. The study would help to get deeper understanding into the problems persisting in this section of the society. To bring back more women on career break to work is the greatest challenge which needs to be addressed while making future policies. This would help to increase female participation in the workforce in India.

3.2. Research Gaps

The literature review suggests that very few researches have been conducted on women on career breaks so far. Future research should include women who have not returned back to workplaces. In order to make workplace gender inclusive further research need to be conducted in this area. Research should be conducted to study women on career break in India. An equitable future can be attained if we research about problems faced by women on career break, reasons for taking a career break, reasons for re-entry and which factors would facilitate them to return back to work.

3.3. Research Questions

Q1. What are the reasons for women to take a career break?
Q2. What are the reasons for women on career break to re-enter workforce?
Q3. What are the problems faced by women on career break?
Q4. What are the factors that facilitate re-entry of women on career break?

3.4. Scope of the Study

Study population would include women on career break and women on career break trying to re-enter workforce. The research includes women who have corporate work experience of three years or more and they take a career break due to societal norms of getting married, increased domestic responsibilities, taking care of children or elderly. The study would also include women who are trying to return to workplace.

3.5. Rationale of the Study

Women on career break face problems when they try to return back to work. Current corporate plans under diversity and inclusion try to build policies to increase the gender parity. However, the barriers to get women on career break back to work need to be addressed. The organisation policies need to be reviewed if they wish to include this section of population back to the

workforce. The struggles of women on career break are real and these smart, wise, educated and experienced women want to come back to join workforce. The study would help to highlight the problems faced by women on career break, their reasons for taking a break, reasons for re-entry and factors facilitating re-entry of women on career break in India.

4. OBJECTIVES OF THE STUDY

1) To study the reasons for women to take a career break.
2) To explore the reasons for women on career break to re-enter the workforce.
3) To identify the problems faced by women on career break.
4) To examine the factors that would help in facilitating re-entry of women on career break.

5. HYPOTHESIS

Null Hypothesis (H_0)- Factors facilitating re-entry do not help women on career break to re-enter workplace.
Alternate Hypothesis (H_1)- Factors facilitating re-entry help women on career break to re-enter workplace.

6. METHODOLOGY

6.1. Research Design

A descriptive study design would be used to define the demographics of women on career break, problems faced by women on career break, reasons for taking a career break, reasons for returning back to work and factors that would help them to re-enter workforce. Descriptive study design describes the elements of the population. Descriptive design also helps the researcher to study issues and the underlying phenomenon of the population.

Cross-sectional survey would be conducted on women on career break who have past corporate

experience and are on career break. A cross-sectional survey examines data from a group of people at a single point in time. Structured approach would be applied to answer all research questions. Quantitative research method would be used. Questionnaire would be designed to capture information about the variables involved. The questionnaire would be sent to the respondents and the data would be recorded.

6.2. Variables to be Used

The independent variables of the study are individual factors. Dependent variable is re-entry of women in second career. Intervening variables are factors facilitating women on career break to re-enter workforce.

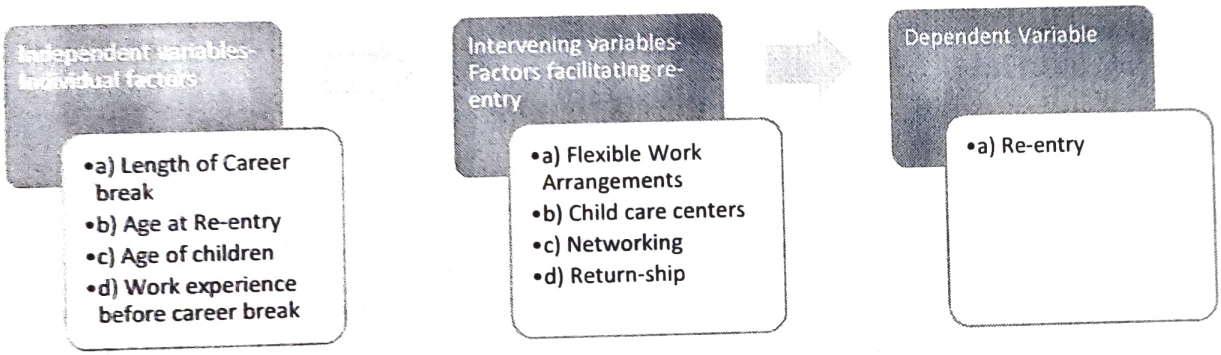

Figure 6: Variables to be Used in the Study

Source: Self-construct

6.2.1. Independent Variables

Following are the individual factors of women on career break:

As per the literature review done, the following variables have been drawn to be studied in the current research.

a) Length of Career Break- When their (women on career break) children are young, working mothers often take a career break. A career break for an Indian women can mean the end of her whole career, because there are immense biases related to career breaks in the resume. The key concept of the study is to improve the employability of these women with career gaps.

b) Age at Re-entry- Age of women on career break when she tries to re-enter workforce.

c) Age of Children- Age of children when women on career break tries to re-enter workforce.

d) Work Experience before Career Break- Number of years of work experience before taking a career break.

6.2.2. Intervening Variables

Following are the factors facilitating re-entry:

a) Flexible Work Arrangements- Flexible work arrangements which offer flexibility in terms of time and place of work, regulated child care centers as most of the women take a break to take care of children, government initiatives, mentor, reskill, corporate return ships are the factors which help women to return in second careers. The variability in number of hours worked in a day and timing of work sometimes called as flexi-time. The flexibility to work at home or outside the office premises makes it possible to balance work and child care by minimising travel times and by juggling between paid employment and caretaking duty more effectively.

b) Child Care Centers- Day cares; crèches should be well organized and compensated. There should be regular audits on quality of child care arrangements given by corporates.

c) Networking- Conferences or virtual meetings where women on career break are invited to talk to industry leaders, peers and seniors. The human resource practitioners talk to the prospective candidates who would fit in back to work for future assignments. Women on career break should be in touch with her prior corporate contacts like ex bosses, ex subordinates, people in similar industry, so that they can ask for reference or help when they try to comeback.

d) Return-ship- Return-ship is an internship that helps women on career break to re-enter the workforce. After acknowledging that not everyone has a traditional career path, there are more than 160 corporates worldwide investing in return ship programs to help women on career break re-enter workforce.

6.2.3 Dependent Variable

a) Re-entry- It means to return to a position in an organisation that is rewarding, challenging and pays well.

6.3. Geographical Area of Study

The study would be focused on women on career break in the India. The sample would be collected from India.

6.4. Data Collection

Women on career break would be approached via virtual networking websites. The survey questionnaire would be shared via email and the data would be collected electronically.

6.5. Sample Size and Sampling Unit

The sample size for the study is estimated to be 200 across the India. Sampling unit would be women on career break in India.

6.6. Data Analysis

Appropriate statistics in Statistical Package for Social Sciences (SPSS) would be used for analyzing the data. A combination statistical tools would be applied to generate appropriate findings with respect to the objectives and research questions.

7. EXPECTED OUTCOMES OF THE RESEARCH

The study would be focused on re-entry of women on career break. The study would describe characteristics of current population of women on career break, reasons for taking a break, reasons to re-enter workplace, problems faced by women on career break and factors facilitating them to return back to work. This is an experienced, wise and strong segment of society, which is currently not part of the workforce due to their care taking duties and family responsibilities. It would be an essential study to improve gender diversity, equality and inclusion which in turn would improve the economic indicators.

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Factors Facilitating Re-entry of Women on Career Break

SHORT SYNOPSIS

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ABSTRACT

Leaking career pipeline is a metaphor used for women taking a career break in their rising career graphs. It is a global issue which needs to be addressed through adequate diversity and inclusion policies in every organisation. The short synopsis would focus on the study of problems faced by women on career break, reasons for taking a career break, reasons for rejoining workforce and factors that facilitate re-entry of women on career break. Women on career breaks are individuals who take time off from work to raise children, take care for the elderly, or perform domestic responsibilities with an idea of returning to work in the future. Re-entry means to return to a position in an organisation that is rewarding, challenging and pays well. The research gaps are highlighted through literature review that there is a need to study reasons for women to take a career break, problems faced by women and factors which facilitate re-entry for women on career break. The sample size of the study would be 200. The sampling unit would be women on career break in India. The sample includes women who have work experience of three years or more and they have taken a career break due to societal norms of getting married, domestic